



DEPARTMENT OF THE ARMY
JOINT READINESS TRAINING CENTER (JRTC) & FORT POLK
NONCOMMISSIONED OFFICER ACADEMY
FORT POLK, LOUISIANA 71459



AFZX-GT-NCOA

15 OCTOBER 2005

MEMORANDUM FOR All Soldiers and Noncommissioned Officers Assigned to the Fort Polk NCOA

SUBJECT: Risk Management (Policy Memo #12)

1. The purpose of this policy is to emphasize the importance of using risk management while conducting mission requirements and performing leisure activities. Risk management is a systematic process that identifies risks of missions and training, weighs risk against benefits, and eliminates unnecessary risk. It applies to all situations and environments across a wide range of Army operations, activities, and processes. Additionally, I want to ensure you are including regional factors, such as community activities, demonstrations, terrorist threats, and cultural sensitivities in your risk assessment. Leaders and Soldiers at every level must make decisions that balance risk costs with mission benefits by identifying, assessing, and controlling risks from operational factors.

2. Hazards are potential sources of danger that could be encountered while performing a task or mission. Risk is the chance of incurring hazards. Leaders and Soldiers reduce risk by carefully identifying all hazards associated with an operation and then develop and coordinate appropriate control measures. Minimizing risk is the art of applying proper hazard controls. It is important that you become intimately familiar with risk management and commit to memory the following five-step process of risk management as explained in detail in FM 100-14: 1) identify hazards, 2) assess hazards to determine risks, 3) develop controls and make risk decisions, 4) implement controls, 5) supervise and evaluate. Any risk remaining after control measures have been selected for the hazard is considered residual risk.

3. Risk decisions must be made at the appropriate level in the chain of command. The following risk decision system must be followed when making risk decisions:

- a. If the residual risk is Extremely High, CG TRADOC will make a risk decision whether to accept risk.

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b. If the residual risk is High, G3 Ft Polk will make a risk decision whether to accept risk.

c. If the residual risk is Medium, Commandant, NCOA will make a risk decision whether to accept risk.

d. If the residual risk is low, Chief of Training will make a risk decision whether to accept risk.

I want you to use a flexible and common sense approach to analyze risk. Most leaders know and use universal control measures to reduce risk.

NOTE: The Commandant will be notified immediately concerning any accident involving students and or cadre.

5. All SGLs should have standard controls to minimize risk. At a minimum, platoon awareness programs must include the following:

- Using the "buddy system"
- Disseminating the most current information on safety and trends.
- Disseminating the most current information of Force Protection levels
- Staying aware of surroundings at all times

6. Safety is a command responsibility and I am the Academy Safety Officer. It is my intention to sustain the readiness of the Academy by minimizing manpower and equipment losses through an effective safety program, which emphasizes training safety, prevents motor vehicle accidents and fosters responsible off-duty behavior.

7. The success of the Academy's Risk Management and Safety Program depends on actions taken by the Chain of Command, especially at the Small Group Leader level in maintaining a positive climate of discipline, standards in making our Soldiers aware of the need to be safety conscious in all their activities both on and off duty.

8. Safety, Risk Assessment and Risk Management will become an integral part of every training event the Academy will perform. Leaders will perform a risk assessment in accordance with the Academy's Risk Management/Safety SOP.

9. Maintaining high standards of individual and unit discipline is the most important factor in ensuring troop safety. Soldiers who are alert, attentive and who respond quickly to instructions will train safely. They will adhere to safety briefings, following the example of their leaders and take care of each other.

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10. Adherence to specified safety regulations, whether in the classroom or on a field training exercise must be the norm in all our activities. Leaders must study these requirements ensure our soldiers are properly briefed, and then enforce these requirements during the conduct of training.

11. Safety during any type of operation is absolutely paramount and the enforcement of safety must be a collective effort. Every Soldier must be thoroughly trained in individual safety skills and must do his part in ensuring his equipment is serviceable and that his actions both in garrison and in the field do not endanger himself or others.

12. Accidental weapons discharges whether with live fire or blank ammunition are serious safety violations and will be treated accordingly. Train with blanks as you do with live ammunition. Blank ammunition is designed to be used as a realistic substitute, treat it accordingly.

13. The safe operation of military motor vehicles is essential. The Chief of Training ensures this by careful selection and training of drivers, controlling motor vehicles and taking action on driving violations.

14. Off-duty accidents are traditionally the greatest cause of death and injuries too our soldiers. The hazards of drinking and driving and reckless operations of vehicles cannot be overemphasized. The Chief of Training/Senior Small Group Leaders must talk to their Small Group Leaders and make aware of the need to act responsibly and safely while off-duty. The First Sergeant can reinforce the importance of responsible behavior by quick follow-up and appropriate corrective actions when Soldiers act irresponsibly.

15. Each SSGL and Operations Sergeant will accomplish the following prior to each holiday weekend or designated cycle break:

- a. Conduct a Safety Briefing with all personnel under their charge.

- b. The Safety Briefing will include as a minimum:

- (1) Alcohol Consumption
- (2) Safe Driving
- (3) Vehicle and Equipment Safety
- (4) Weapons Use
- (5) Safe Boating
- (6) Safe Swimming
- (7) Safe Hunting
- (8) Off Limits Areas

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c. SSGL's will inform the Chief of Training, Deputy Commandant or the Commandant upon completion of briefings. The Chief of Training will record all soldiers who received safety briefing and turn into operations to be placed in the safety briefing file.

16. We must identify leaders and Soldiers who train safely and act responsibly and reward that behavior. Use all the tools available, positive counseling, public recognition, good drivers awards and letters of commendation.

17. Given the dangers inherent in our business, we ask a great deal of our Soldiers and owe the safest possible environment in which to train and live. I need your help in creating and maintaining that environment.

18. In summary, use extra care and diligence to ensure you take the necessary precautions to minimize risk. Be thorough, be abreast, and be flexible when analyzing risk, and then establish appropriate control measures to reduce risk.

19. Permanently post this letter on all unit safety bulletin boards.

20. Train to Lead!!

21. POC for this, memorandum is the undersigned.

"Original Signed"
Jefferson Varner III
CSM, USA
Commandant